



Insight

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Warrior Ethos: more than talk

by Command Sgt. Maj.
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Headquarters INSCOM

We talk a great deal about the Warrior Ethos, the idea that every member of the Army is a Soldier first. We speak of the Soldiers' Creed, the promise we make to our comrades, ourselves and the American people that we will never quit; our mission will always come first; we will refuse to accept defeat; and never leave a fallen comrade behind.

Operations Enduring and Iraqi Freedom reinforced our awareness that these beliefs must be instilled in everything we do and in everything we are, for we truly are Soldiers first. Not administrative clerks, nor logistics experts or computer specialists, nor even intelligence analysts; we are Soldiers. We may possess specific skill sets associated with a particular career field, but those capabilities are only a small part of a Soldier's essence.

The bottom line is that our Army is changing, a true cultural change that is erasing the line between combat arms, combat support and combat service support. We understand, after experiencing Iraq and Afghanistan, every Soldier,

and in many cases civilians, must be prepared to be in close combat, and when necessary to close with and kill the enemy.

This major transformation started around two years ago when Army Chief of Staff Gen. Peter Schoomaker directed Task Force Soldier to create a true warrior mentality in the Army. To change the way our people think about their part in our Army, what their role is in our chosen profession.

One of the task force's main goals was compiling a list of essential tasks and drills that all Soldiers should be proficient in. This list is always being reviewed and is currently compiled of 39 Warrior tasks and nine battle drills. It is unfortunately true, that for an unforeseeable time in the future, war will be our steady state. With that said, the requirement is providing our Soldiers and civilians a more rigorous training experience from the very start of their careers. One that focuses more on warrior skills than it does on non-specific Army skills. This is where the newly developed warrior tasks and battle drills come into play. This training is necessary to instill in our Soldiers the Warrior Ethos necessary to win on today's



DA photo

battlefield.

All units are not resourced at this time to teach and train all the warrior tasks and drills. I ask all leaders to be creative with your training and share your ideas with others, until the time all installations and units are provided the necessary resources.

With the emphasis on those warrior tasks and drills, training for the Soldiers entering the Army today has an increased emphasis on convoy protection, improvised explosive device recognition, hostage situations, reaction to ambush while mounted and checkpoint duty. It also stresses greater understanding of the differences in the sur-

(continued on page 5)

902nd MI Group unit deactivated

by Tina Miles
902nd MI Group

After a colorful history, the Counterintelligence Support Detachment, 308th Military Intelligence Battalion, 902nd MI Group was deactivated during a ceremony at Fort George G. Meade, Md., July 6.

Col. Gregg C. Potter, commander, 902nd MI Group, helped case the unit's colors during the ceremony at the headquarters building of the 902nd MI Group.

"This detachment has seen more change since Sept. 11 than perhaps any other element of the 902nd MI Group," he said. Potter went on to say that the casing of the colors was in honor of those members, past and present, of the detachment, and that "while small in numbers, the quality of those men and women is second to none."

When it came to conducting Operations Security and providing a detailed, unbiased assessment of units' overall operational security posture, the Special Operations community called upon the Counterintelligence Support Detachment to provide accurate and detailed assessments.

However, due to the rapidly changing threat environment created by the Global War on Terror, the Special Operations community has resourced internal capabilities to support their operational security and counterintelligence requirements. With that change, the Counterintel-



photo by Tina Miles

The detachment's colors were cased during a ceremony July 6.

ligence Support Detachment shifted its operational support and focus to that of counterintelligence support to operational security. The detachment's refocusing support to a much broader scale for the Department of the Army, changed the unit designation which delineates new mission requirements.

"I consider myself fortunate to have had the opportunity to command this exceptional organization while it executed its mission supporting the country's Special Operation Forces during the Global War on Terrorism," said Lt. Col. Peter J. Moret, commander, Counterintelligence Support Detachment.

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Task Force helps defuse IED threat

WASHINGTON (Army News Service) In an effort to combat the leading cause of troop casualties in Iraq, the Department of Defense has put together a task force to help minimize the impact of improvised explosive devices.

The Joint Improvised Explosive Device Defeat Task Force was established as a means of collaborating efforts among military branches and international agencies to help eliminate the threat posed by IEDs.

"The task force was put together as an Army Task Force in the fall of 2003, and made joint in July of 2004," said Christine DeVries, spokesperson for the Joint IED Defeat Task Force. "We're Army-led (in terms of the number of representatives) but we have Army, Navy, Air Force and Marines. We're also inter-service, interagency and multinational."

Based on the task force's new directive, the JIEDD TF represents the "Department of Defense's wide-ranging efforts in fighting the IED threat" and is led by Brig. Gen. Joseph Votel, director of the JIEDD TF.

IEDs are defined as makeshift or "homemade" bombs often used by enemy forces to destroy military convoys. They are the leading cause of casualties to troops deployed in Iraq.

The JIEDD TF is responsible for pulling together all DoD efforts to solve the deadly IED problem faced by the troops in theater. The task force currently



photo by Senior Airman Stephen Otero

The Joint IED Defeat Task Force is the Department of Defense's effort to eliminate the threat caused by improvised explosive devices.

operates under the direction of the deputy secretary of defense, and has been allotted \$1.23 billion for the current budget cycle.

According to DeVries, approximately 140 members report to the Task Force while a "couple hundred" more contribute through other organizations or contractors.

"We're getting information in almost real time," she said. "We are taking a holistic approach to the IED problem -- that means with technology, training and intelligence."

Technology is first concern

During the early stages of the IED problem, Task Force officials believed that technology was the best way to defeat the threat.

"The first items that we helped with were the up-

armored Humvees, the add-on armor to protect from the blasts and the small-arms protective inserts that go inside the outer tactical vests," said Col.

Lamont Woody, deputy of the JIEDD TF. "Since then we have gone on to counter radio controlled initiators that the enemy has been using. In other words, we have gone out and tried to figure out how we counter the radio controlled threat."

Since 2003, the JIEDD TF has invested about \$378 million toward the acquisition of technology to counteract radio-controlled devices used to detonate IEDs. The devices, called Countering Radio-Controlled IED Devices Electronic Warfare, or "jammers," exist in six vehicle-mounted forms to detect and prevent

(continued on page 6)

NGIC earns top honor

by Timothy O'Neill

National Ground Intelligence Group

The Data Warehousing Institute selected the Advanced Intelligence Projects Office, National Ground Intelligence Group as the winner of the 2005 Data Warehousing/Business Intelligence Best Practices Award in June.

The award was designed to identify and honor companies that have demonstrated the best practices in developing, deploying, and maintaining data warehouses and business intelligence applications, and will be officially presented to the NGIC in August during the TDWI conference award ceremony in San Diego, Calif.

"Quite an honor," said Tim Hendrickson, director of AIPO. "To be selected as the best out of thousands of submissions and to be recognized by such a top organization of the US Government is very gratifying."

The award specifically recognizes the work the AIPO has done to build NGIC's comprehensive intelligence data warehouse and associated data mining capabilities through the Pathfinder Program.

The Pathfinder Program began as a one-man show back in 1987 after Hendrickson recognized that the "Information Age" was beginning to overwhelm analysts.

"I thought there has to be a better way to find and sort through the mounds of data that were flowing into our

computers," he said.

So Hendrickson started looking at ways to leverage computers to sort through the enormous amounts of information. He began brainstorming with information technology professionals within the Intelligence Community. That brainstorming led to the development of a suite of commercial and government software applications that were used to sort through tremendous amounts of data. This data mining tool became known as "Pathfinder."

Over time, the practicality of the Pathfinder program got noticed and became one of the first data mining tools on the web. In 1998, the NGIC created the AIPO, with Hendrickson at the helm. Information technology experts and intelligence analysts were brought together to determine how to best integrate information technology to do better intelligence work.

Since the AIPO was formed, Pathfinder servers have deployed wherever intelligence analysts need the data mining capability — to include Iraq and Afghanistan.

"Pathfinder has been successful because the AIPO has gone far beyond just research and development," said Hendrickson. "This team of professionals has not only advanced the software, but deployed to combat zones to install servers and train our soldiers on the Pathfinder



Software.

"That's why we were selected for this award—because of the impact Pathfinder has had, not only on INSCOM, but for the value that it adds to the Warfighter. It has a lot of bang for the buck" Hendrickson said.

Although Pathfinder falls under AIPO, significant contributions were made by NGIC's Information Technology (IT) and Information Management (IM) Directorates, Science Applications International Corporation (SAIC) and BAE Systems.

"This is a true cross-organizational award," said Perry Stedman, Pathfinder program manager. "We travel to most of the intelligence organizations and we can state that NGIC has one of the best, most comprehensive data warehouses in the intelligence community. Not only do we have a great data resource, but we also have tools to find and exploit this data. It would never have been sustainable without everyone working together."



Army photo

The definition of Warrior Ethos is that every member of the Army is a Soldier first.

(continued from page 1)

roundings on the ground, desert versus trees and urban versus rural environments.

Today's Soldier has to be smart enough to interact with civilians and non-combatants. Most of our current Soldiers are also doing passive intelligence gathering. It is those Soldiers, perhaps a MI Soldier working the streets, running through a series of questions that must be able to also determine the physical safety and security of themselves, their comrades and the innocent civilians around them.

That means learning and

using different techniques the Army has determined are functional in combat. Things like reflexive fire, urban operations and tactical questioning. But we must also develop a mental attitude so that our Soldiers are prepared and quick to respond to danger.

The best way to do this is by exposing our Soldiers and civilians to the reality that is part of what they are going to do. Giving them the skills and the knowledge of how and when to use that expertise. Basically, we need to ensure that our Soldiers and civilians are prepared at all times.

We volunteered for this profession of arms. We are all proud of what we do and how we do it. But, it is a dangerous and hard job. We are asking you to use your training and best judgment, based on the situation with which you find yourself, to accomplish the mission and to keep you and those around you safe.

I know that you are all capable of reaching the objectives of victory and personal security. Watching you daily, the sacrifices you make, and the quiet achievements you produce, I know we will succeed.

Looking for a few good candidates

The Army is looking for highly motivated service members to fill its Warrant Officer ranks. Positions are open in all 45 specialties. Applicants with less than 12 years active federal service are encouraged to apply. For more information, call Chief Warrant Officer Eddie Mallard at 703-428-4655 or go to: www.usarec.army.mil/warrant.

(continued from page 3)

potential IEDs.

"We have done a lot of research and study, and started to get the production lines in America spun up to get the actual jammers on the vehicles and to the troops that are deployed," Woody said. "Our goal is to reduce the casualties and to make sure the troops have the very best TTPs (tactics, techniques and procedures), and the very best equipment."

IED casualty rate decreases

Woody, who is responsible for joint operations and integration for the JIEDD TF, said that overall IED casualty rates have declined since the inception of the task force, despite an increase in IED usage by the Iraqi insurgency.

According to task force statistics, there has been a 45 percent decrease in the rate of IED casualties since April 2004.

An estimated 30-40 percent of IEDs are found and rendered safe before they are able to be detonated.

In addition to the improvements in armor, vehicle protection and TTP, Woody credits this decreased casualty rate and increased bomb-detection trend to the task force's field assessment teams.

Woody says that these field assessment teams analyze the sequence of events before an IED explosion, but do so during the post-blast period. They then take the information they collect and forward it to commanders in the field, providing them with advice and indicating any potential changes to the enemy's own TTP.

"We have a way that we go and get that info back so that we can analyze it," Woody said. "We're trying to be able to be as flexible as the enemy and trying to get out in front."

Currently, the task force is focusing on training as the key to defeating the IED problem. The task force has a Tactical Advisory Team which uses a "multi-echelon" approach to training in areas such as IED awareness, non-standard operations, training strategies and IED-counter tactics. The advisory team has also set up a Web site where deployed units can remain updated with any new TTPs developed.

"The best sensor we have for detecting an IED is an individual Soldier's or Marine's eyes," DeVries said. "What we are trying to do is get information about what they are seeing right now back here and into the training programs right away so that as we train (others) before they head over, what they are being trained here, at their home station training, more closely mirrors what they are going to see."



An IED, or roadside bomb, is detonated along Route Tampa in Baghdad, Iraq.

photo by Tech. Sgt. Russell E. Cooley IV

JSTARS supports Iraqi Freedom

by Maj. Eric Moses
116th Air Control Wing

Convoy operations throughout the Iraqi theater are crucial to the support of coalition warfighters. Since the fall of 2003, Joint Surveillance Target Attack Radar System crews have played an integral part in Operation Iraqi Freedom convoy operations.

The JSTARS contingent flies multiple sorties every day in support of convoy operations. Highly trained JSTARS operators participate in everything from route selection and security to emergency evacuation of injured personnel.

JSTARS is a "system of systems" consisting of both airborne and ground-based segments. It is an E-8C aircraft (militarized Boeing 707-300) with an airborne radar and associated subsystems

interoperable with other joint systems. The ground-based segment consists of the Army and Marine Corps common ground station (CGS) and the joint Services workstation (JSWS) which have the ability to receive radar information from the E-8C, exchanging freetext messages to and from the aircraft. The E-8C contains a 24-foot phased array radar on the bottom of the fuselage capable of providing moving target indicator (MTI) and synthetic aperture radar (SAR) data over an army corps-sized area. MTI can detect vehicle-sized objects operating within the E-8C coverage while SAR provides a "radar picture" of the ground terrain in the area of interest. Combined with a suite of ultrahigh frequency (UHF), very high frequency (VHF), and satellite communications

(SATCOM) radios, JSTARS is an extremely capable battle management platform, supporting a wide variety of Command and Control, Intelligence, Surveillance, and Reconnaissance (C2ISR) operations.

JSTARS operators and planners have consistently devised new ways to assist with counterinsurgency operations in Iraq, providing route updates to convoys via a common radio frequency. Ground elements use this same common frequency to obtain assistance from JSTARS, ranging from monitoring route status, locating lost elements, relaying improvised explosive device locations to reporting wounded troops, requesting medical evacuation, and reporting troops in contact with the enemy.

In addition, JSTARS coordinates with the air support operations center (ASOC) and Army aviation units and provides support for route security and safety. For example, when an IED is reported to JSTARS, an additional spotlight radar with a quicker revisit and update rate is dedicated to the area of interest, searching for any vehicles leaving the area. If troops report enemy contact, JSTARS will coordinate with the ASOC and request fixed-wing or rotary-wing support for the engagement. If personnel injuries require medical evacuation, JSTARS will contact the nearest medical evacuation unit



file photo

Soldiers from JSTARS stand in formation on the Army's birthday.

(continued on page 6)

(continued from page 7)

and request a scramble to support the mission.

An example of JSTARS interoperability with ground operations recently occurred in OIF. JSTARS received an intelligence report from the combat air operations center (CAOC) regarding the possibility of a future mortar attack. JSTARS implemented a MTI radar sector over the area of interest. Minutes later, a convoy support element reported they were under attack by mortar fire near the JSTARS surveillance area.

Using the MTI, JSTARS operators detected and tracked a single enemy "mover" exiting the area. They alerted the ASOC and received a set of fighter aircraft to track and target the mover. In addition, a Ground Forward Air Controller checked in with JSTARS.

JSTARS controllers on board the aircraft vectored both the ground unit and the fighters to the enemy "mover." The GFAC and the aircraft acquired "eyes-on" the enemy "mover," tracking it until it stopped and the occupants exited the vehicle and entered a house. Coordinates of the house were then passed to the CAOC and intelligence agencies for additional processing and action.

To effectively support convoy operations, JSTARS operators require detailed information from ground elements containing planned routes, number of convoy elements, communication call signs, and route security arrangements. In addition,



file photo

Soldiers from JSTARS have played a key role in Operation Iraqi Freedom.

ground units can request MTI radar coverage for specific areas of interest along a planned route. JSTARS is capable of providing assistance to convoys while simultaneously completing other C2ISR taskings. However, as a high demand low density asset, JSTARS mission tasking is prioritized and managed by the CAOC. The ISR Division (ISRD) within the CAOC receives inputs from ground units throughout Iraq and coordinates with the Army Analysis and Control Element (ACE) and Marine Corps collection personnel. Ground units must prioritize all requests prior to sending them to the ISRD and must be specific in the areas they wish to observe. JSTARS can detect, track, and report any ground movers within its radar field-of-view based on orbit and coverage area.

Ground requesters must inform JSTARS of how, what, and when to detect, track, and report. These requests should be in accordance with any

Priority Intelligence Requirements laid out by ground command elements.

JSTARS remains an integral part of OIF and continues to adjust and improve operating procedures for a non-linear battlefield. It serves as a force multiplier by directing air power, assisting ground fires, and detecting enemy movement. In addition, ground personnel are able to receive critical ground surveillance information from JSTARS through a CGS or JSWS. JSTARS provides vital C2 support to convoys, as well as ISR information to other ground combat units. Army and Marine Corps ground troops should become familiar with the extensive capabilities of JSTARS to enhance their situational awareness with timely, accurate, and vital battlefield intelligence.

(This article has been reprinted with the permission of the Air Land Sea Bulletin. Maj. John Grivakis also contributed to this article).